

SPEAKER Q & A: MIGUEL CAULLIEZ

**MIGUEL CAULLIEZ, CPO, NOKIA TALKS
DRIVING INNOVATION THROUGH BIG DATA**

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Q. Could you talk us through the importance of data and intelligence as it’s seen at Nokia?

In the past a lot of our work around data had been quite manual. It was a case of me correlating the data with some scenarios and assumptions that I was building myself. I was trying to find, not a consensus, but some logic between two sets of data. We were looking at it on a monthly basis and trying to reconcile the data to look for some kind of consistency of occurrence, and then deciding on a mitigation or next steps. With our new Procurement mandate that has changed. We’re now looking at how we can really exploit the data. We’re looking at it differently in terms of input and output and exploring what we can get out of it. The approach is completely different within our new setup. Data is now clearly defined as one of the levers to generate incremental savings, and leveraging data analytics came as an evidence.

Q. As we understand it, Nokia have recently created a new procurement entity focused on innovation and ecosystem steering, what is the purpose of the initiative?

All the traditional activities, whether it’s supplier selection, contract management, supplier performance evaluation, have now moved to what we called Procurement Operations within Global Operations. At the same time, a new entity named Procurement has been created with a completely different mandate. The new Procurement within Nokia is now focusing exclusively on innovation. There is no other organization in the world which is naming a team Procurement with 100% of its resources focused on innovation. It’s a unique mandate and a unique set-up. The team is organized along the innovation value chain. You have one team that takes care of scouting, one team to take care of innovation program management and one team which is focusing on the consistency of those long-term innovations with very short-term deliverables. There are a couple of enablers and data is most definitely part of it.



Q. What is the roadmap you have implemented for your digital transformation journey? Where do you want to be in 2025?

We do have targets, which are understandably confidential, but I can tell you that my target is based around a 2020 date, meaning a time dimension which is going beyond the annual framework. The new procurement mandate is clearly looking into the future. We are in the driving seat, that means we are one of the main driving forces behind innovation for the new Nokia. It is up to us and our ecosystem to create the content that you’ll see in 2020. What we say is that we need ‘to know what we don’t know’. We need to define the roadmap and what we want to see by 2020.

Q. How important are your suppliers to your new set-up?

They are very excited. They welcome talking beyond short-term savings or cash objectives even though

those remain critical in a process of integration like ours with former Alcatel-Lucent. Now, with our new mandate, we’re working with them on a long-term plan with Nokia. This is a true change of attitude and perspective, which is giving them a real business opportunity. I think we’re gaining some trust and some confidence – they know that their ideas are going to go somewhere. We are now opening the door for endless possibilities with our partners and end-users.

Q. How key do you see data to the gaining greater buy for procurement at board level?

In terms of benefits I think you have to look at two things – one is the euro benefit, the data needs to show a P&L impact. Secondly, we’re a strong believer that data can help you speed up the time to market. More and more we’re looking at what the data means in terms of time.

Q. What attracted you to the Data, Intelligence, & TechX Summit?

Today, we are surrounded by a massive amount of data, and from our first investigations, data analytics is something that is gaining a lot of momentum and maturity in a sales environment. I think a conference like this represents a fantastic opportunity to share information and best practice, and to demonstrate that data intelligence can bring more value to the company.